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UNITED STATES DEPARTMENT OF AGRICULTURE
AGRICULTURAL RESEARCH ADMINISTRATION
BUREAU OF AGRICULTURAL AND INDUSTRIAL CHEMISTRY
WASHINGTON 25, D. C.

August 24, 1951

BUREAU MEMORANDUM NO. 425

Performance Ratings

TO ALL PERSONNEL OF THE BUREAU OF AGRICULTURAL AND INDUSTRIAL CHEMISTRY

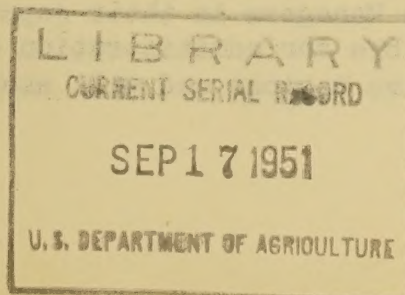
In compliance with the Performance Rating Act of 1950, and with the USDA Performance Rating Plan, a Performance Rating Plan uniformly applicable to all Bureaus of the Agricultural Research Administration has been developed, and approved by the Director of Personnel. The Performance Ratings of employees of the Bureau of Agricultural and Industrial Chemistry will be made under this plan.

This memorandum is for the purpose of implementing the approved ARA Performance Rating Plan, and assuring its effective and uniform application in the several units of this Bureau. Copies of this memorandum and of the Performance Rating Plan are being made available to every member of the Bureau's staff.

The initial rating of employees of this Bureau in both Washington and in the Field will be made as of September 30, 1951. However, beginning March 31, 1952, ratings will be made as of March 31 each year.

Supervisors in meeting their responsibility under this new rating system will throughout the year make such reviews as will assure that the official job descriptions for employees for whom they have supervisory responsibility are substantially current and accurate. This new system contemplates that "performance requirements" representing a mutually agreed upon understanding between the supervisor and the person supervised as to what may reasonably be expected of a competent worker in the normal conduct of the duties of the specific position under existing conditions, will serve as a measure of the employee's "on the job" performance on which ratings of Satisfactory, Outstanding or Unsatisfactory may be based.

One of the basic principles of the Performance Rating Plan is that employees know the performance requirements of their positions. A performance rating may be given only in relation to performance requirements which have been made known to the employee.



Three factors can be, and are usually, employed in arriving at the level of performance necessary for an employee's work to be considered satisfactory. These are the factors of quantity and quality of work and manner in which it should be performed. In the use of these factors there are certain questions which can be asked about each duty. It may not be possible or practicable to answer all of these on every duty performed by the employee, but it will be possible to answer one or more on each duty:

How much work can reasonably be expected from the employee in accomplishing the objectives of the job?

How rapidly should assignments be accomplished?

What standards of quality are desired in the performance?

How is the employee to conduct himself in his relationships with others in the performance of his duties, i.e., with subordinates, fellow workers and supervisor?

Performance requirements must be attainable, and establish a criteria for satisfactory performance under ordinary supervision; they must be high enough to meet the needs of the service and not necessarily be based on the level attained by a position's present incumbent (he may be more or less than adequate); they must be complete in covering all major normal duties of the given position; they must be so established as to provide continuing evidence of understanding; they must be kept up to date; they must be generally consistent with requirements for similar or comparable jobs elsewhere; they should stand up under review by appeal boards or other inspection.

Written performance requirements are not required under the plan, but the advantage of written performance standards where practical is recognized.

In some instances it will not be possible for supervisors to discuss performance requirements, official duties, etc., with employees in person due to the fact that those supervised are headquartered apart from the headquarters of the supervisor. In such instances the supervisor and employee will have to arrive at a common understanding of the performance requirements through correspondence followed by verbal discussion when occasion presents.

Regional Business Managers in their capacity as Regional Personnel Officers, shall be responsible for administration of the performance rating plan within their respective Regions and will assist supervisors in becoming fully

informed of the provisions and requirements of this new rating system. In the Washington area this responsibility rests with the Head of the Bureau Personnel Division. They shall provide supervisors with copies of the official descriptions of duties of employees to be rated, and, wherever possible aid them in determining the performance requirements of particular positions. They shall advise and counsel employees as to their rights and privileges under this system, and have available for inspection by employees copies of the regulations pertaining to the administration of the Performance Rating Act.

The Performance Rating Plan provides that performance ratings shall be made by the supervisor who normally gives the employee his work assignments; advises and consults with him during the course of his work; reviews or approves the work upon completion and usually has responsibility for the employee's attendance, leave, etc.

In general, the ratings in this Bureau will be made as follows:

Section Heads will serve as designated rating officials for employees in the Section. This will not preclude consultation by the Section Head with others in the Section who may be giving immediate supervision to the work of a particular employee. In such instances the sub-supervisor may initial the "Notice of Performance Rating" form. Division Heads will serve as rating officers for positions of Section Head; and the Regional Directors will rate the Division Heads, the Assistant Regional Director, and other staff members under their immediate supervision including Heads of Field Stations within the Region who are not assigned to a specific Division. The Assistant Chief of Bureau for Administration will rate the Regional Business Managers. The Chief of Bureau will rate the Regional Directors and the Assistant Chiefs of Bureau.

The above is intended to outline the rating pattern, and, of course, does not include all positions found in the Bureau. The incumbents of positions not mentioned above will be rated by their usual supervisors. Regional Business Managers shall be responsible for assuring that proper adjustments are made of rating officials within their Regions to meet conditions peculiar to local situations.

All ratings will be made on the "Notice of Performance Rating" form a sample copy of which is attached.

To facilitate the accomplishment of the Performance Ratings, the Regional Business Managers, and in the Washington Area the Head of the Bureau Personnel Division, shall furnish in duplicate, and prior to the date on which

the ratings are to be made, each supervisor a partially completed "Notice of Performance Rating" for each employee supervised, and a copy of the official job description of each. Within 10 working days, after September 30, 1951 (and within 10 days after March 31 beginning next year) each supervisor shall arrange to hold a rating conference with each employee under his supervision going over with him the official description of the duties of the position and discussing with him the performance requirements of the particular job.

Necessary changes in the official job description should be brought to the attention of the Personnel Officer and consideration given to the need for an official personnel action to accomplish such changes. In this connection supervisors will realize their responsibility for carrying on work under their supervision within the general framework of the officially recorded job description. They are not authorized to make major deviations from official duties for lengthy periods of time without consideration being given to the need for an official personnel action to record the new assignment.

If the supervisor rates the employee Satisfactory no further approval or review of such rating will be made. However, it is required that the rating be discussed with the employee and that the employee, as well as the supervisor, sign and date both copies of the Notice of Performance Rating Form. Such signature will affirm (1) that the supervisor has discussed the official position description with the employee; (2) that the supervisor has informed the employee of the performance requirements of the position; and (3) that the supervisor has discussed with the employee (either orally or in correspondence) the performance rating in relation to the official duties and to the performance requirements of the position.

When the supervisor has signed and dated both copies of the Notice of Performance Rating form, he shall give the original of the form to the employee. This shall constitute official notice of performance rating for the period covered by the rating. The supervisor will then send the carbon copy of the form to the Personnel Office, where the rating will be recorded on the employee's Service Record Card and the notice filed on the employee's Official Personnel Folder.

Supervisors are not authorized to make Outstanding or Unsatisfactory ratings without the prior approval of the Chief of Bureau.

Supervisors who feel that an employee should be rated Outstanding, that is, that the employee has performed each and every one of his duties in a manner that not only exceeds normal requirements but is outstanding and

deserving of special commendation, should address a memorandum to the Chief of Bureau recommending that the Outstanding rating be approved. This memorandum shall contain (1) a statement of the employee's official duties; (2) a statement of the performance requirements of the particular position; (3) a factual description of wherein the employee has exceeded all of the requirements of the position in such a way as to warrant his selection for special commendation. It is not enough that employees recommended for a rating of Outstanding have performed some of the duties or the most important duties of the position in an outstanding way; it is necessary that all aspects of performance be done in such a way as to merit special commendation.

The Bureau Research Council which is composed of the Chief of Bureau, the Assistant Bureau Chiefs and the Regional Directors, and which for this purpose serves as the Efficiency Awards Committee, will recommend for consideration of the Chief of Bureau either approval or disapproval of recommendations for Outstanding ratings.

No employee may be rated Unsatisfactory unless he is given an official written warning and a period of at least 90 days in which to correct his deficiencies. Supervisors who feel that an employee has substantially failed to meet the performance requirements of one or more of the essential duties of the position and warrants a rating of Unsatisfactory should address a memorandum to the Regional Business Manager (for employees in the Washington area address the memorandum to the Head of the Bureau Personnel Division) recommending that a letter of warning be issued to the employee concerned. (If at any time an employee's service becomes unsatisfactory, supervisors should immediately initiate such warning action rather than to wait for the annual rating date). An official warning of an Unsatisfactory rating will be addressed to the employee by the Regional Business Manager (or the Head of Personnel Division for Washington area employees) which shall set forth specifically (a) the duties which the employee is required to perform; (b) the way he is expected to perform those duties (how well, how much, when, and in what way the work should be done); (c) wherein the employee has failed to perform his duties properly; (d) how he may improve his performance; (e) that he will be allowed 90 days for improvement; and (f) that, if his performance does not become fully satisfactory within the time allowed for improvement he will receive a performance rating of Unsatisfactory, and that receipt of such notice will constitute the 30 day advance notice of intent to separate, demote or reassign him.

If at the end of the period allowed for improvement the employee's performance has improved to the extent that no adverse action is required, the

supervisor, after consultation with the Regional Business Manager or the Head of the Personnel Division may make and issue to the employee a rating of Satisfactory, and in such instances the Regional Business Manager or the Head of Personnel Division will issue a memorandum to the employee, indicating that no further action is being taken with respect to the warning notice.

If during the warning period the employee's services have not improved sufficiently to warrant a Satisfactory rating, the case should be reviewed by the Regional Business Manager with the supervisor and a memorandum addressed to the Chief of Bureau transmitting the entire file and any additional facts with regard to the employee's service during the warning period in support of the recommendation for approval of an Unsatisfactory rating. The Notice of Performance Rating form (in duplicate), signed and dated by the supervisor, should accompany the recommendation.

If the proposed Unsatisfactory rating is approved by the Chief of Bureau, or his designated representative, such approval will be endorsed on the form and the notice returned to the supervisor through the Regional Business Manager for transmittal to the employee.

Persons rated Unsatisfactory and those rated Satisfactory may appeal such ratings. In the case of those who wish to appeal Unsatisfactory ratings, they shall notify their Personnel Officer of their intention to appeal within 15 working days from receipt of the Notice of Performance Rating. This appeal will be heard by a committee consisting of a member chosen by the employee, a member chosen by the Chief of Bureau and a member chosen by the Director of Personnel. Employees receiving an adverse decision from this committee on an Unsatisfactory rating may appeal to the Statutory Board of Review. That Board of Review is composed of a representative of the Civil Service Commission (Chairman), a representative of the Department, and an employee representative.

Those who wish to appeal Satisfactory ratings may appeal to either of the above mentioned committees, but not to both.

Complete documentation of each approved Unsatisfactory or Outstanding rating will be placed in the Official Personnel Folder of the employee concerned.

No employee should be given a performance rating based on less than 3 or more than 12 months service in a particular position. New employees will be rated at the end of 6 months service on the job and again one month prior to the end of their probationary or trial period. An employee

reassigned from one position to another will have a "presumptive" rating of Satisfactory in the new position. These presumptive ratings will not be officially recorded unless they are needed for some administrative action, such as a periodic step increase.

The effectiveness of the Performance Rating Plan is dependent upon the extent to which it and the information derived from it are used for improving employee performance, personnel management practices, and program operations. Its purpose is to provide a realistic and workable basis for accomplishing these improvements.

I am sure that you will give your full cooperation in the operation of this Plan.

G. E. Hilbert

G. E. Hilbert
Chief of Bureau

Attachments:

Copy of Performance Rating Plan
Sample copy of Notice of Performance Rating

assigned from one position to another will have a "transfer" status of "assignment" in the new position. This "transfer" status will not be officially recorded unless the employee has been assigned to a new position, such as a "transfer" status.

The effectiveness of the Personnel Manual is dependent upon the extent to which it is followed. It is the responsibility of the personnel manager to ensure that the manual is followed. The manual is a guide for the personnel manager and should be used as such. The manual is not a substitute for the personnel manager's judgment. The manual is a guide for the personnel manager and should be used as such.

It is the policy of the Department to give each employee the opportunity to advance in his career. This policy is based on the principle of merit. The Department will give each employee the opportunity to advance in his career.

6/3/54

W. E. Williams
Chief of Bureau

Department of the Interior
Bureau of Land Management
Washington, D. C.

UNITED STATES DEPARTMENT OF AGRICULTURE
AGRICULTURAL RESEARCH ADMINISTRATION
Bureau of Agricultural and Industrial Chemistry

NOTICE OF PERFORMANCE RATING

(Name of Employee)

(Region, Division and Section)

(Position Title and Grade)

(Headquarters)

Rating period _____ To _____

Performance Rating assigned by Supervisor _____

Note: Definitions of the three kinds of ratings, information as to the employee's appeal rights and the appeal procedure, and general information as to preparation of this notice are contained on the reverse side of this form.

Completion of this notice by signatures of the employee and the supervisor below will serve to record: That the written job description has been reviewed by the employee and supervisor; that the performance requirements of the position have been made known to the employee by his supervisor; and that the performance rating shown above has been discussed by the employee and supervisor and related to the performance requirements of the position. Necessary major changes in the official job description should be brought immediately to the attention of the Personnel Officer.

(Employee's signature and date)

(Supervisor's signature and date)

(Title)

(Over)

Definitions of Ratings:

Satisfactory: Work performance will be considered "Satisfactory" if the employee meets the requirements of the essential duties of his position, but does not achieve outstanding performance in all phases of his work.

Outstanding: Work performance will be considered "Outstanding" when every aspect of an employee's performance not only exceeds the normal requirements, but is outstanding and deserving of special commendation.

Unsatisfactory: Work performance will be considered "Unsatisfactory" only if, after a fair and full trial, an employee's performance of one or more of his essential duties substantially fails to meet the requirements set for such duty or duties.

Procedure for Supporting and Reviewing Performance Ratings: For information as to procedure to be followed by supervisors in recommending ratings of "Unsatisfactory" or "Outstanding", or as to any other requirements of the Performance Rating Plan, see instructions contained in Bureau Memorandum No. 425.

Appeals Procedure: If, after reviewing an assigned performance rating with his supervisor, an employee believes that the rating is improper, he may appeal that rating within 15 days after receipt of this notification.

1. When Rating is "Unsatisfactory": An employee with a performance rating of "Unsatisfactory" who wishes to appeal such rating shall notify his Personnel Officer in writing of his intention to appeal. A special appeal committee will there upon be set up consisting of a member chosen by the employee, a member chosen by the Chief of Bureau or other designated official, and a third member to be chosen by the Director of Personnel for the Secretary of Agriculture. If the employee is not satisfied with the results of his appeal, he may then, if he wishes, appeal to the Statutory Board of Review.
2. When Rating is "Satisfactory": An employee with a performance rating of "Satisfactory" who wishes to appeal for a rating of "Outstanding" may use either the administrative appeals procedure outlined in the foregoing or he may appeal to the Statutory Board of Review. He may not, however, use both appeals procedures.

Preparation and Distribution of Notice: This notice shall be prepared in duplicate, and, if the rating is "Satisfactory", both copies shall be signed by the employee and the supervisor. The supervisor shall give the original of the notice to the employee and send the copy to the Personnel Section.

Performance Ratings of "Outstanding" or "Unsatisfactory" require the approval of the Chief of Bureau or his designated representative before a notice of such rating may be given to any employee. Before an employee may be assigned a rating of "Unsatisfactory" he must be given an official warning in writing and a period of not less than 90 days in which to overcome his deficiencies. Recommendations for "Outstanding" ratings will be reviewed by the Bureau's Efficiency Awards Committee prior to issuance.

UNITED STATES DEPARTMENT OF AGRICULTURE
AGRICULTURAL RESEARCH ADMINISTRATION
Office of the Administrator
Washington 25, D. C.

ARA PERFORMANCE RATING PLAN

The following general requirements shall govern the making and use of performance ratings throughout the Agricultural Research Administration.

Authority. The plan is issued in compliance with the provisions of the Performance Rating Act of 1950 and the USDA Performance Rating Plan, and with the approval of the Director of Personnel.

Coverage. All persons employed by the Administration under formal appointment on a permanent or indefinite basis or for a period not limited to one year or less come within the scope of the plan except the following:

1. Non-Federally-controlled and cooperatively-controlled agents, as defined in 8 AR 702
2. Persons employed without compensation
3. Persons employed on a fee or contract basis
4. Employees outside the continental limits of the United States who are paid in accordance with local native prevailing wage rates for the area in which employed.

Purpose. In general, the purpose of the plan is to improve administration and thereby to increase the efficiency and effectiveness with which the work of the Administration is carried on. More specifically, the plan is intended to provide a means for recognizing the merits of officers and employees and their contributions to efficiency and economy in the service of the Administration. This purpose will be achieved through:

1. The development of performance requirements for employees
2. The making known of such requirements to the employees
3. The systematic appraisal of performance in relation to the known requirements
4. The improvement of performance where required to meet the established standards
5. The improvement of supervisor-employee relationships through increased mutual understanding of the objectives of the work and of the amount, kind, and methods of work considered to be satisfactory.

Uses. Performance ratings and requirements shall be used to keep supervisors and employees currently informed as to the employee's performance, for employee training and development, as a basis for keeping assignment of duties current and as an important element in the selection of employees for advancement and change of assignment. When any phase of performance is not up to requirements, suitable corrective action shall be taken. The ratings will be used as required by law and regulations in effecting formal personnel action.

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Responsibility for Administering Plan. Responsibility for administration of the performance rating plan is assigned to the Assistant Administrator (Management) with respect to policy and other matters affecting the administration as a whole, and to Chiefs of Bureaus and Heads of Offices with respect to plan operations and matters specific to a particular bureau or office.

Responsibility for Ratings. Performance ratings shall be made by the supervisor who normally gives the employee his work assignments, advises and consults with him during the course of the work, reviews or approves the work upon completion, and usually has responsibility for the employee's attendance, leave, etc. Where the foregoing functions are performed by more than one individual, such persons may consult together in determining performance ratings. No further approval of ratings of "Satisfactory" will be required. Ratings of "Unsatisfactory" shall be made only with the approval of the Chiefs of Bureaus and Heads of Offices of the Administration or their designated representatives. Ratings of "Outstanding" shall be made only with the approval of the Chiefs of Bureaus and Heads of Offices or their designated representatives acting with the advice and recommendation of the respective Bureau or Office Efficiency Awards Committee.

Basis of Performance Ratings. Performance ratings shall be based on performance requirements established for each position. It shall be the policy of the Agricultural Research Administration to require that performance requirements of each position be established jointly between the employee and his immediate supervisor. It shall further be the policy to promote the development and use of written performance requirements. Performance requirements will be based on a current, approved statement of the duties of each employee. Official regulations and procedural instructions issued to govern the conduct of work operations, which are furnished to all employees in the activity to which they specifically apply, may also be used in conjunction with a current, approved statement of the duties of each employee, as a basis of performance requirements. In applying established performance requirements due recognition and consideration shall be given to the supervisor's responsibility for making independently such adjustments in duties and established performance requirements as may be necessary because of unusual work demands or other factors. The rating of each employee shall be based on an analysis and evaluation of performance on the job in terms of the requirements of performance jointly developed by the employee and his supervisor. Duties and performance requirements shall be made known to each employee covered by this plan in the manner indicated in the paragraphs on procedure.

Notice to Employees. The performance rating of each employee shall be discussed with him at the time the rating is made if the rating is "Satisfactory," and at the time the rating is approved if the rating is other than "Satisfactory." The adjective rating assigned the employee and certification by the supervisor and employee that the performance requirements and rating have been jointly discussed (orally if practicable, otherwise through correspondence), will be recorded on an appropriate memorandum notice. The certification will also provide for a statement to be made by the supervisor

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and employee as to whether the approved position description of record for the employee's assignment is substantially accurate. In addition, this notice will inform the employee of his appeal rights and of the appeal procedure. In cases where a certification indicates that the position description of record is substantially inaccurate, appropriate corrective action shall be initiated by the supervisor.

Performance Rating Procedure.

- (a) Before beginning work in the position to which he has been assigned, or as soon thereafter as practicable, each employee within the scope of the plan shall be informed, by his supervisor, of his duties and performance requirements. Thereafter, as may be required by changes in duties and performance requirements, the supervisor and employee shall review and make any necessary changes in the duties and performance requirements. Where such changes are substantial the supervisor will initiate appropriate action through established administrative channels and obtain approval from the personnel or administrative officer concerned before being adopted. An employee may not be rated as deficient on any performance requirement that was not known to him or which he did not have a fair opportunity to comply with. The supervisor, with a clear understanding by the employee, may adjust the duties and performance requirements as may be necessary because of unusual work demands or other factors (see Basis of Performance Ratings). Each employee covered by this plan shall be formally rated after a period of not less than three nor more than twelve months. The supervisor shall review the rating with the employee, and the two shall certify that such review has been made and related to the performance requirements of the position. Subsequent ratings shall be made as of a fixed annual date. Each Bureau and Office of the Administration shall recommend to the Director of Personnel an annual date for the making of performance ratings under this plan. Each employee shall be informed of his appeal rights at the time he is notified of his performance rating.

The performance rating given to an employee shall apply only so long as he remains in the position for which the rating was made.

New Appointees shall be given a presumptive rating of "Satisfactory" on appointment with subsequent ratings at the end of six months on the job and again one month prior to the end of the probationary or trial period; thereafter on the regular annual date.

Employees reassigned shall be given a presumptive rating of "Satisfactory" which shall be the official rating for the period ending with the regular annual rating date of the Bureau or Office.

- Employees reassigned within the three month period prior to the regular rating date shall be given a regular rating at the end of three months in the position to which reassigned. Presumptive rating will be recorded only as needed for official purposes.

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- (b) An employee shall not be rated as "Unsatisfactory" without prior written warning of at least 90 days and a reasonable opportunity after the warning to demonstrate satisfactory performance. The warning given shall summarize the employee's performance with respect to the requirements of his position and shall set forth clearly the respects in which the employee's performance is deficient. If, after such warning and opportunity to improve, an employee continues to render unsatisfactory service, the supervisor shall recommend to his immediate superior the assignment of a rating of "Unsatisfactory." An "Unsatisfactory" rating shall be supported by a written statement specifying wherein the performance is unsatisfactory, the facts of the prior warning and the efforts made after the warning to enable the employee to bring his performance to a satisfactory level. Action to warn and rate an employee shall be taken at anytime that an employee's service is not satisfactory.
- (c) When every aspect of an employee's performance not only exceeds the normal requirements, but is outstanding and deserves special commendation, the supervisor shall recommend, with full supporting details, the assignment of a rating of "Outstanding." The recommendation shall be reviewed by the Efficiency Awards Committee of the Bureau or Office to insure that in every aspect the employee's performance is in fact outstanding and worthy of special commendation. The Committee shall then advise and consult with the Bureau head or his designated representative, who shall approve or disapprove the recommended rating. If the rating of "Outstanding" is disapproved, the rating of the employee for the period covered shall automatically be "Satisfactory" and shall be so recorded.

Kinds of Ratings. There shall be three over-all adjective ratings, "Unsatisfactory," "Satisfactory," and "Outstanding." These ratings shall be based on an analysis and appraisal of the effectiveness with which the employee's performance meets the requirements set for his various duties and the relative importance of those duties. An employee may be rated "Unsatisfactory" only if, after fair trial, his performance of one or more of his essential duties substantially fails to meet the requirements set for such duty or duties. An employee who meets or exceeds the requirements of his position but does not achieve outstanding performance worthy of special commendation in all phases of his work shall be rated "Satisfactory." An employee will be rated "Outstanding" only if his performance of each of the duties of his position not only exceeds the normal requirements set for such duties but is outstanding and deserves special commendation.

Administrative Appeal Procedure. An employee who receives a performance rating of "Unsatisfactory" and who wishes to appeal such rating shall notify the appropriate personnel or employment officer of his intention to appeal within 15 working days from the date of receipt of notice of rating. An ad hoc committee shall thereupon be set up, consisting of a member chosen by the employee, a member chosen by the head of the Bureau or Office or other designated official, and a third member chosen by the Director of Personnel for the Secretary. The Committee shall ascertain all pertinent

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facts and make a full report and recommendation to the head of the agency. If the Bureau or Office Head concurs in the recommendation of the majority of the Committee, his decision shall be final. If he does not agree with the majority recommendation he shall refer the case, with a statement of his views, to the Director of Personnel for decision. If the employee is not satisfied with the results of his administrative appeal, he may then appeal to the statutory Board of Review. The employee shall be given the information required to do this. An employee with a performance rating of "Satisfactory" who wishes to appeal for a rating of "Outstanding" may use either the administrative appeal procedure outlined in the foregoing, or he may appeal to the statutory Board of Review. He may not, however, use both appeal procedures.

Record of Ratings. The rating of each employee shall be recorded by the Bureau and Offices on the service record card and the report of performance rating shall be maintained in the employee's personnel folder. The documentary evidence on which each rating approved as "Unsatisfactory" or "Outstanding" is based shall be furnished the employee and also shall be kept in the personnel folder of the employee concerned.

Publication of Plan. Every employee within the scope of this plan shall be informed of its provisions, through being furnished a copy of the plan and through discussions with supervisors and administrative officers.

Audit. The Chiefs of Bureaus and Heads of Offices shall provide a periodic review of the operation of this plan to assure that its purposes are accomplished. This review shall include examination of requirements set up for specific positions or classes of positions and discussions with supervisors and employees as to the effectiveness of performance ratings as an aid to program operation and in employee training and development.

Effective date. This plan shall become effective in all Bureaus and Offices of the Agricultural Research Administration upon approval by the Director of Personnel of the Department. The first performance ratings under the plan shall be made on the fixed date of each Bureau but not later than December 29, 1951. In the interim, should a performance rating be required for official purposes prior to the date on which a regularly scheduled performance rating becomes due, the rating last of record shall be converted in accordance with the USDA Performance Rating Plan. The annual rating date of the Office of the Administrator will be March 31.

facts and make a full report and recommendation to the head of the agency. If the Bureau or Office head concurs in the recommendation of the majority of the Committee, the decision shall be final. If he does not concur with the majority recommendation he shall refer the case, with a statement of his views, to the Director of Personnel for decision. If the majority is not satisfied with the finding of his administrative appeal, he may then appeal to the Advisory Board of Review. The employee shall be given the information required to do this. An employee with a performance rating of "Satisfactory" who wishes to appeal for a rating of "Outstanding" may use either the administrative appeal procedure outlined in the foregoing, or he may appeal to the Advisory Board of Review. He may not, however, use both appeal procedures.

Record of Rating. The rating of each employee shall be recorded by the Bureau and Office on the Service Record card and the report of performance rating shall be maintained in the employee's personnel folder. The documentary evidence on which each rating is based as "Satisfactory" or "Outstanding" is listed shall be included in the employee's and shall be kept in the personnel folder of the employee concerned.

Publication of Plan. Every agency within the scope of this plan shall be informed of its provisions, through being furnished a copy of the plan and through discussion with supervisors and administrative officers.

Analysis. The Office of Man and Machine of OGC shall provide a periodic review of the operation of this plan to assure that the purposes are accomplished. This review shall include examination of personnel and up for removal's positions or classes of positions and discussion with supervisors and employees as to the effectiveness of performance ratings as an aid to program operation and in employee training and development.

Effective Date. This plan shall become effective in all agencies and Offices of the Agricultural Research Administration upon approval by the Director of Personnel at the Department. The first performance ratings under the plan shall be made on the first date of each year but not later than December 31, 1951. In the interim, until a performance rating is made after a full year has elapsed prior to the date on which a regularly scheduled performance rating has been made, the rating last of record shall be continued in accordance with the 1950 Performance Rating Plan. The annual rating date of the Office of the Administrator will be March 31.